

# City of Sunnyvale

## Program Performance Budget

### Program 744 - Treasury/Cash Management

#### Program Outcome Statement

Enrich our community by prudent and sound management of the public's money to ensure that adequate financial resources are maintained to meet the City's long term financial needs, by:

- Maintaining effective billing and collection processes for City accounts receivable,
- Investing the City's pooled cash in high quality investments without sacrificing safety of principal,
- Monitoring all revenues collected by all City departments,
- Administering City bank accounts and maintaining all bond issues,
- Auditing all disbursements to ensure compliance with City policies and procedures,
- Collecting and processing Transient Occupancy Tax and Business Licensing Taxes and ensuring compliance with respective ordinances, and
- Managing an efficient cashing system.

So that:

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</u>
♦ The average yield of the City's investment portfolio meets the average yield of a Treasury Security with a similar average life.					
- Percent of Time Accomplished	5	80.00%	100.00%	92.00%	92.00%
♦ A collection rate on Accounts Receivable equal to the average of the previous three years is achieved. [DELETED]					
- Percent of Time Accomplished	5	80.00%	84.67%	0.00%	0.00%
♦ Banking analysis bills received from Bank are verified for compliance with the contract and a list of billing corrections is submitted to Bank within 30 days of receipt.					
- Percent of Time Accomplished	5	90.00%	83.33%	92.00%	92.00%
♦ Internal customer satisfaction rating for accounts receivable services is at 90%.					
- Rating	5	85.00%	94.00%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.					
- Ratio	5	1.00	0.97	1.00	1.00
♦ A collection rate on Accounts Receivable at least equal to the average of the previous three years is achieved.					
- Average Collection Rate	5	0.00%	0.00%	85.00%	85.00%
- Actual Collection Rate	5	0.00%	0.00%	85.00%	85.00%

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**Program Notes**

Program outcome measure "A collection rate on Accounts Receivable equal to the average of..." has been deleted and replaced by program outcome measure "A collection rate on Accounts Receivable at least equal to...".

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**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74401 - Billing and Receiving Payment For All City Accounts Receivable**

**SDP Outcome Statement**

Generate bills and process payments for all City departments to ensure revenues and taxes due to the City are received and processed in a timely manner, by:

- Utilizing sound cash management techniques, and
- Managing an efficient tax and Accounts Receivable billing program and cashiering system, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Proposed</u></b>
♦ 90% of the accounts receivable bills are generated within 14 working days after receiving the billing request from the department. - Percent Billed	90.00%	91.00%	90.00%	90.00%
♦ Staff verifies the calculations on the Business Tax return and any errors are addressed with the remitter within 60 days, 90% of the time. * - Percent Accomplished	90.00%	99.00%	90.00%	90.00%
♦ Cashier balances within \$5.00, 95% of the time. - Percent of Time Balanced	95.00%	90.00%	95.00%	95.00%
♦ Staff verifies the calculations on the Transient Occupancy Tax return and any errors are addressed with the remitter within 21 days, 95% of the time. - Percent Verified	95.00%	100.00%	95.00%	95.00%

**SDP Notes**

1. SDP outcome measure "Staff verifies the calculations on the Business Tax return..." has been modified by increasing the number of days that staff has to verify calculations on the Business License return and address any errors with the remitter from 30 days to 60 days.
2. The service delivery plan measures marked with an \* have been scaled back as part of the FY 2003/04 budget and service reduction process.

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**Service Delivery Plan 74401 - Billing and Receiving Payment For All City Accounts Receivable**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</u>
<b>Activity 744000 - Accounts Receivable</b>				
Product: An Account Processed				
Costs:	90,724.83	87,466.28	121,455.29	128,832.27
Products:	3,650.00	4,660.00	3,650.00	3,650.00
Work Hours:	1,537.00	1,413.00	1,948.88	1,949.00
Product Cost:	24.86	18.77	33.28	35.30
 <b>Activity 744001 - Business Licensing</b>				
Product: A License Issued				
Costs:	104,679.78	118,000.07	122,691.85	72,101.34
Products:	8,500.00	8,031.00	8,500.00	9,000.00
Work Hours:	918.00	1,175.60	1,370.42	986.39
Product Cost:	12.32	14.69	14.43	8.01
 <b>Activity 744002 - Cashiering</b>				
Product: A Transaction at the Counter				
Costs:	79,339.52	97,496.94	98,553.46	104,258.25
Products:	23,000.00	23,399.00	23,000.00	23,000.00
Work Hours:	1,643.00	1,796.30	1,724.52	1,724.63
Product Cost:	3.45	4.17	4.28	4.53

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**Service Delivery Plan 74401 - Billing and Receiving Payment For All City Accounts Receivable**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</u>
<b>Activity 744003 - Transient Occupancy Tax Collection and Monitoring</b>				
Product: A Transient Occupancy Tax Remittance Reviewed				
Costs:	5,761.21	4,678.11	6,339.58	6,709.39
Products:	420.00	432.00	432.00	432.00
Work Hours:	82.00	70.20	84.78	84.78
Product Cost:	13.72	10.83	14.67	15.53
 <b>Activity 744015 - Cash Receipt Voucher Processing</b>				
Product: A Remote Cash Receipt Voucher Processed				
Costs:	0.00	0.00	28,966.26	30,748.58
Products:	0.00	0.00	3,640.00	3,640.00
Work Hours:	0.00	0.00	568.64	568.67
Product Cost:	0.00	0.00	7.96	8.45
 <b>Totals for Service Delivery Plan 74401 - Billing and Receiving Payment For All City Accounts Receivable</b>				
<b>Costs:</b>	<b>280,505.34</b>	<b>307,641.40</b>	<b>378,006.44</b>	<b>342,649.83</b>
<b>Work Hours:</b>	<b>4,180.00</b>	<b>4,455.10</b>	<b>5,697.24</b>	<b>5,313.47</b>

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**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74402 - Cash Management**

**SDP Outcome Statement**

Conduct and manage all Citywide cash processes in order to provide financial resources needed for City operations, by:

- Monitoring revenues and auditing expenditures to ensure compliance with City policies and procedures,
- Investing all funds not immediately needed,
- Maintaining all City bond issues, and
- Administering all City bank accounts, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Proposed</u></b>
♦ 99% of all funds not needed for daily cash flow are invested. - Percent Invested	99.00%	100.00%	99.00%	99.00%
♦ All debt service is paid on the due date or not more than one business day before the due date, 95% of the time. - Percent Accomplished	95.00%	100.00%	95.00%	95.00%
♦ A list of Bank analysis billing corrections is submitted to the Bank within 30 days of receipt, 90% of the time. - Percent Completed	90.00%	83.33%	90.00%	90.00%
♦ Accounts Payables are processed and audited within two days, 95% of the time. - Percent Accomplished	90.00%	100.00%	95.00%	95.00%
♦ Purchasing card statements are audited and followed up for additional information within 30 days of statement receipt, 80% of the time. - Percent Accomplished	80.00%	100.00%	80.00%	80.00%
♦ Revenue monitoring is performed within 30 days after period reports are distributed, 85% of the time. - Percent Accomplished	85.00%	90.00%	85.00%	85.00%
♦ Investment reports are submitted within established timeframes, 100% of the time. - Percent Completed	100.00%	100.00%	100.00%	100.00%

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**Program 744 - Treasury/Cash Management**

**SDP Notes**

1. 744017-Debt Management - A new activity for Debt Management has been created due to a change in the manner in which products are counted. For Fiscal Year 2004/2005, staff is proposing to report a product for every bond issue the City has outstanding instead of every monthly statement that is reviewed. The City has 8 bond issues outstanding. This change will more accurately reflect the work that Treasury staff performs.

2. 744018-Banking Relationship - A new activity for Banking Relationship has been created due to a change in the manner in which products are counted. For Fiscal Year 2004/2005, staff is proposing to report a product for every active bank account the City maintains instead of every monthly bank statement that is reviewed. The City currently has 16 active bank accounts. This change will more accurately reflect the work that Treasury staff performs.

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**Service Delivery Plan 74402 - Cash Management**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</u>
<b>Activity 744004 - Conduct Investment Transactions</b>				
Product: An Investment Transaction				
Costs:	25,683.07	22,684.00	21,638.60	22,802.83
Products:	294.00	262.00	294.00	294.00
Work Hours:	264.00	325.50	272.95	272.96
Product Cost:	87.36	86.58	73.60	77.56
 <b>Activity 744005 - Debt Management [DELETED]</b>				
Product: A Bond Statement Reviewed				
Costs:	12,412.51	8,800.25	0.00	0.00
Products:	156.00	114.00	0.00	0.00
Work Hours:	150.00	108.50	0.00	0.00
Product Cost:	79.57	77.20	0.00	0.00
 <b>Activity 744006 - Banking Relationship [DELETED]</b>				
Product: A Bank Statement Reviewed				
Costs:	9,229.18	9,791.50	0.00	0.00
Products:	192.00	192.00	0.00	0.00
Work Hours:	130.00	149.50	0.00	0.00
Product Cost:	48.07	51.00	0.00	0.00



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**Service Delivery Plan 74402 - Cash Management**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</u>
<b>Activity 744007 - Revenue Monitoring</b>				
Product: A Revenue Transaction Reviewed				
Costs:	102,117.26	109,499.30	65,955.05	69,875.79
Products:	18,000.00	19,929.00	9,910.00	9,910.00
Work Hours:	1,795.00	1,915.10	1,025.62	1,025.68
Product Cost:	5.67	5.49	6.66	7.05
 <b>Activity 744008 - Investment Policy Reporting</b>				
Product: An Investment Report Issued				
Costs:	56,896.32	30,748.17	51,326.33	54,637.87
Products:	13.00	13.00	13.00	13.00
Work Hours:	407.00	153.60	395.98	396.00
Product Cost:	4,376.64	2,365.24	3,948.18	4,202.91
 <b>Activity 744013 - Accounts Payable Disbursement Processing</b>				
Product: An Accounts Payable Check Processed and Audited				
Costs:	55,169.07	71,317.89	83,034.81	87,777.78
Products:	12,000.00	11,679.00	14,000.00	14,000.00
Work Hours:	1,113.00	1,261.30	1,399.88	1,399.97
Product Cost:	4.60	6.11	5.93	6.27

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**Service Delivery Plan 74402 - Cash Management**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</u>
<b>Activity 744014 - Purchasing Card Activity Audit</b>				
Product: A Purchasing Card Statement Audited				
Costs:	43,319.17	39,179.58	32,551.59	34,530.17
Products:	3,600.00	2,625.00	3,000.00	3,000.00
Work Hours:	858.00	725.90	591.38	591.42
Product Cost:	12.03	14.93	10.85	11.51
 <b>Activity 744017 - Debt Management</b>				
Product: A Bond Issue Maintained				
Costs:	0.00	0.00	12,946.81	13,675.86
Products:	0.00	0.00	8.00	8.00
Work Hours:	0.00	0.00	155.08	155.09
Product Cost:	0.00	0.00	1,618.35	1,709.48
 <b>Activity 744018 - Banking Relationship</b>				
Product: A Bank Issue Maintained				
Costs:	0.00	0.00	16,516.07	17,492.89
Products:	0.00	0.00	16.00	16.00
Work Hours:	0.00	0.00	247.10	247.11
Product Cost:	0.00	0.00	1,032.25	1,093.31
 <b>Totals for Service Delivery Plan 74402 - Cash Management</b>				
<b>Costs:</b>	<b>304,826.58</b>	<b>292,020.69</b>	<b>283,969.26</b>	<b>300,793.19</b>
<b>Work Hours:</b>	<b>4,717.00</b>	<b>4,639.40</b>	<b>4,087.99</b>	<b>4,088.23</b>

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**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74403 - Provide Management and Administrative Services**

**SDP Outcome Statement**

Provide management and administrative services in support of Treasury/Cash Management program activities so all City departments utilize excellent cash management practices, by:

- Training other departments on proper cash management techniques, and
- Providing consulting services relating to cash handling and internal controls, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Proposed</u></b>
♦ Internal consulting requests are completed within the desired deadline, 80% of the time. - Percent	80.00%	90.00%	80.00%	80.00%
♦ 80% of special projects as approved by the Director of Finance are completed within initial plan. - Percent	80.00%	89.00%	80.00%	80.00%
♦ Employees attend a minimum of one training session per year as identified in employee's work plan. - Percent	80.00%	50.00%	80.00%	80.00%

**SDP Notes**

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**Service Delivery Plan 74403 - Provide Management and Administrative Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</u>
<b>Activity 744009 - Administration</b>				
Product: A Work Hour				
Costs:	28,301.11	31,785.01	33,993.92	35,996.06
Products:	358.00	458.30	442.50	442.53
Work Hours:	358.00	458.30	442.50	442.53
Product Cost:	79.05	69.35	76.82	81.34
 <b>Activity 744010 - Internal Consulting Services</b>				
Product: A Project Completed				
Costs:	34,403.08	38,555.28	29,183.47	30,875.02
Products:	10.00	10.00	5.00	5.00
Work Hours:	450.00	483.90	369.10	369.12
Product Cost:	3,440.31	3,855.53	5,836.69	6,175.00
 <b>Activity 744011 - Special Projects</b>				
Product: A Project Completed				
Costs:	14,198.75	29,069.10	12,168.64	12,879.85
Products:	200.00	18.00	2.00	2.00
Work Hours:	200.00	364.00	165.42	165.43
Product Cost:	70.99	1,614.95	6,084.32	6,439.93

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**Service Delivery Plan 74403 - Provide Management and Administrative Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</u>
<b>Activity 744012 - Training [DELETED]</b>				
Product: A Training Session				
Costs:	8,320.68	1,444.29	0.00	0.00
Products:	7.00	3.00	0.00	0.00
Work Hours:	120.00	23.00	0.00	0.00
Product Cost:	1,188.67	481.43	0.00	0.00
 <b>Activity 744016 - Training</b>				
Product: A Training Hour				
Costs:	0.00	0.00	11,085.93	11,639.86
Products:	0.00	0.00	124.07	124.07
Work Hours:	0.00	0.00	124.07	124.07
Product Cost:	0.00	0.00	89.35	93.82
 <b>Totals for Service Delivery Plan 74403 - Provide Management and Administrative Services</b>				
<b>Costs:</b>	<b>85,223.62</b>	<b>100,853.68</b>	<b>86,431.96</b>	<b>91,390.79</b>
<b>Work Hours:</b>	<b>1,128.00</b>	<b>1,329.20</b>	<b>1,101.09</b>	<b>1,101.15</b>

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**Totals for Program 744**

<b>Costs:</b>	<b>670,555.54</b>	<b>700,515.77</b>	<b>748,407.66</b>	<b>734,833.81</b>
<b>Work Hours:</b>	<b>10,025.00</b>	<b>10,423.70</b>	<b>10,886.32</b>	<b>10,502.85</b>